

DOCUMENTS CROSS-REFERENCE  
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ER 3940 +/1 86
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ER 3940 x/2, x/3 + x/4 86
DDI 10015 86
DDI 04902, 1-4/86
DI Research Program

DDI-~~54902-86~~



Central Intelligence Agency  
Office of the Deputy Director for Intelligence

24 OCT 1986

NOTE TO: Director of Central Intelligence

SUBJECT: Transmittal of DI Research Program

Attached are the letters you requested for personally transmitting the DI Research Program to top policymakers. There are more congressional addressees than we had originally discussed, but OCA thought it prudent to send letters to the present chairman and ranking minority member of each of the select committees, as well as the likely chairman when the next Congress convenes.

If you would like to send similar letters to others, let me know.



Richard J. Kerr  
Deputy Director for Intelligence

Attachments:  
as stated



L-220-1R

The attached letter with enclosures was sent to the following:

The Honorable Dave Durenberger  
The Honorable Patrick J. Leahy  
The Honorable David L. Boren  
The Honorable William S. Cohen  
The Honorable Louis Stokes  
The Honorable Dave McCurdy  
The Honorable Bob Stump  
The Honorable Lee H. Hamilton



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Central Intelligence Agency



Washington, D.C. 20505

DDI- 04902/4-86

29 OCT 1986

The Honorable Dave Durenberger  
Chairman  
Select Committee on Intelligence  
United States Senate  
Washington, D.C. 20510

Dear Mr. Chairman:

The Directorate of Intelligence has just published its research program for FY 1987. I am sending you a personal copy so that you can see the depth and breadth of the plan assembled by the new Deputy Director for Intelligence, Richard Kerr. We have scheduled research on countries from Afghanistan to Zimbabwe and on issues as diverse as agriculture and terrorism. The projects range from the broadest political overviews to the most technical aspects of weapons systems.

I would like to call your attention to several new features of this year's program:

- The program begins with a discussion of the critical issues we expect to face over the next five years, including the Soviet strategic challenge, terrorism and narcotics, economic and technological threats, Soviet involvement in the third world, political/economic instability, and shifting international alliances.
- We are highlighting 12 issues that will receive an in-depth look in FY 1987. A summary of these priority topics is enclosed.

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L-220-1R

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The Honorable Dave Durenberger

I view this research program as an evolving document, and the DI will be changing its plans as the events and policy priorities of the year become clearer. Please let me have your suggestions at any time.

Sincerely,

/s/ William J. Casey

William J. Casey  
Director of Central Intelligence

Enclosures:

1. Priority Issues for FY 1987
2. The Directorate of Intelligence Research Program for 1987

C/PES/MPSS  (22 Oct 86)

25X1

Distribution:

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SECRET  
Central Intelligence AgencyDDI-~~04902~~/3-86

Washington, D.C. 20505

29 OCT 1986

MEMORANDUM FOR: The Secretary of the Treasury

SUBJECT: Directorate of Intelligence Research Program

1. The Directorate of Intelligence has just published its research program for FY 1987. I am sending you a personal copy so that you can see the depth and breadth of the plan assembled by the new Deputy Director for Intelligence, Richard Kerr. We have scheduled research on countries from Afghanistan to Zimbabwe and on issues as diverse as agriculture and terrorism. The projects range from the broadest political overviews to the most technical aspects of weapons systems.

2. This program was prepared in consultation with appropriate parts of the Department of the Treasury. We have benefited particularly from suggestions on the Office of Global Issues' research on Third World economic reform, as well as on the economic research planned by regional offices.

3. I would like to call your attention to several features of this year's program:

- The program begins with a discussion of the critical issues we expect to face over the next five years, including the Soviet strategic challenge, terrorism and narcotics, economic and technological threats, Soviet involvement in the Third World, political/economic instability, and shifting international alliances.
- We are highlighting 12 issues that will receive an in-depth look in FY 1987. A summary of these priority topics is attached.
- We have planned research on a number of economic issues: resource constraints in Latin America (page 33), economic structural change in Western Europe (page 42) and Japan (page 52), Soviet economic performance and industrial modernization (page 73), Third World economic reform (page 93), and international technology issues (page 100).

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1-220-1R

SUBJECT: Directorate of Intelligence Research Program

4. I view this research program as an evolving document, and the DI will be changing its plans as the events and policy priorities of the year become clearer. Please let me have your suggestions at any time.

/s/ William J. Casey

William J. Casey  
Director of Central Intelligence

Attachments:

- A. Priority Issues for FY 1987
- B. The Directorate of Intelligence Research Program for 1987

C/PES/MPSS  (22 Oct 86)

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Central Intelligence Agency

DDI-04902/2-86

Washington, D. C. 20505

29 OCT 1986

MEMORANDUM FOR: The Secretary of Defense

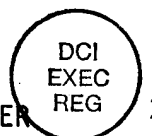
SUBJECT: Directorate of Intelligence Research Program

1. The Directorate of Intelligence has just published its research program for FY 1987. I am sending you a personal copy so that you can see the depth and breadth of the plan assembled by the new Deputy Director for Intelligence, Richard Kerr. We have scheduled research on countries from Afghanistan to Zimbabwe and on issues as diverse as agriculture and terrorism. The projects range from the broadest political overviews to the most technical aspects of weapons systems.

2. This program was prepared in close consultation with appropriate parts of the Department of Defense and has benefited greatly from the many suggestions that were made. For example, briefings and discussions with General Abrahamson and his staff helped us formulate our research plan on SDI, and discussions with Don Hicks and his staff were very helpful as we drew up our research program on Soviet weapons systems.

3. I would like to call your attention to several features of this year's program:

- The program begins with a discussion of the critical issues we expect to face over the next five years, including the Soviet strategic challenge, terrorism and narcotics, economic and technological threats, Soviet involvement in the third world, political/economic instability, and shifting international alliances.
- We are highlighting 12 issues that will receive an in-depth look in FY 1987. A summary of these priority topics is attached.
- The matrix at the beginning of the program (page vi) shows where work on key Soviet issues can be found. I would also call your attention to planned research on Western Europe's defense capabilities (page 44) and China's regional security policy (page 55).

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1-220-1R

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SUBJECT: Directorate of Intelligence Research Program

-- Finally, a substantial portion of our research, particularly on technical areas, is being done on contract. [redacted]

[redacted] Our contracting funds were reduced 30 percent for budgetary reasons in FY 1986, but we are back on track this year. I welcome the thoughts of your officers on the contract work underway and fruitful areas for joint exploration in the future.

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4. I view this research program as an evolving document, and the DI will be changing its plans as the events and policy priorities of the year become clearer. Please let me have your suggestions at any time.

/s/ William J. Casey  
William J. Casey  
Director of Central Intelligence

Attachments:

- A. Priority Issues for FY 1987
- B. The Directorate of Intelligence Research Program for 1987

C/PES/MPSS [redacted] (22 Oct 86)

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Central Intelligence Agency

DDI-~~04902/1-86~~

Washington, D.C. 20505

29 OCT 1986

MEMORANDUM FOR: The Secretary of State

SUBJECT: Directorate of Intelligence Research Program

1. The Directorate of Intelligence has just published its research program for FY 1987. I am sending you a personal copy so that you can see the depth and breadth of the plan assembled by the new Deputy Director for Intelligence, Richard Kerr. We have scheduled research on countries from Afghanistan to Zimbabwe and on issues as diverse as agriculture and terrorism. The projects range from the broadest political overviews to the most technical aspects of weapons systems.

2. This program was prepared in close consultation with the appropriate bureaus of the Department of State and has benefited greatly from the many suggestions that were made. For example, Elliott Abrams asked us to take a look at military justice in Nicaragua, and Bob Oakley and Paul Bremer requested the assessment we plan to do on state support for terrorism.

3. I would like to call your attention to several new features of this year's program:

- The program begins with a discussion of the critical issues we expect to face over the next five years, including the Soviet strategic challenge, terrorism and narcotics, economic and technological threats, Soviet involvement in the third world, political/economic instability, and shifting international alliances.
- We are highlighting 12 issues that will receive an in-depth look in FY 1987. A summary of these priority topics is attached.

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1-220-1R

SUBJECT: Directorate of Intelligence Research Program

-- Finally, a substantial portion of our research, particularly on technical areas, is being done on contract. [redacted] Our contracting funds were reduced 30 percent for budgetary reasons in FY 1986, but we are back on track this year. I welcome the thoughts of your officers on the contract work underway and fruitful areas for joint exploration in the future.

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4. I view this research program as an evolving document, and the DI will be changing its plans as the events and policy priorities of the year become clearer. Please let me have your suggestions at any time.

/s/ William J. Casey  
William J. Casey  
Director of Central Intelligence

Attachments:

- A. Priority Issues for FY 1987
- B. The Directorate of Intelligence Research Program for 1987

C/PES/MPSS/ [redacted] (22 Oct 86)

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Central Intelligence Agency  
Office of the Deputy Director for Intelligence

Executive Registry

14 OCT 1986

86- 3940x/4

NOTE TO: Executive Director

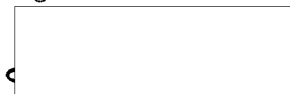
SUBJECT: DI Research Program for 1987

*Jim*

Attached is the DI Research Program for 1987. It contains sections on what we think the most important security and intelligence issues will be over the next five years, the issues we will be highlighting in our research this year, and DI office research plans.

Throughout the program, you will notice a strong emphasis on Soviet military plans and forces, Soviet economics and politics, and Soviet activities in the Third World. We have also focused on key functional issues--such as narcotics and terrorism--and on countries and areas with high potential for instability.

I urge you to leaf through the program, particularly those sections of special interest to you. I would value your comments on specific topics or the overall program.



Richard J. Kerr

Deputy Director for Intelligence

Attachment:

As stated

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L-220-1R





Directorate of  
Intelligence

Secret

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# The Directorate of Intelligence Research Program for 1987

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DI 86-10015  
October 1986

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Remarks

Pls see DCI's note.

*A/* Executive Secretary  
21 Oct 86  
Date

**3637** (10-81)

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*gm*



Central Intelligence Agency  
Office of the Deputy Director for Intelligence

Executive Registry

86- 3940x/3

14 October 1986

*1 OCT 1986*

*rec'd 10/15/86*

NOTE TO: Director of Central Intelligence

SUBJECT: DI Research Program for 1987

Here is the final version of the 1987 DI Research Program. We all appreciate the time and effort you devoted to commenting on it.

I am sending it to the NFIB members, a number of senior policymakers, Ambassador Armstrong, and the Oversight Committees. The DI office directors will also be using appropriate sections in their contacts downtown.

We are putting together some packages that you can send to NSC members that are tailored to their interests and show the magnitude of the program.

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*21 OCT 1986*

Richard J. Kerr  
Deputy Director for Intelligence

Attachment:  
As stated

*Wick*  
*Good. Let's forward to getting npr*



Central Intelligence Agency  
Office of the Deputy Director for Intelligence

Executive Registry

86- 3940x/3

14 October 1986

NOTE TO: Director of Central Intelligence

SUBJECT: DI Research Program for 1987

Here is the final version of the 1987 DI Research Program. We all appreciate the time and effort you devoted to commenting on it.

I am sending it to the NFIB members, a number of senior policymakers, Ambassador Armstrong, and the Oversight Committees. The DI office directors will also be using appropriate sections in their contacts downtown.

We are putting together some packages that you can send to NSC members that are tailored to their interests and show the magnitude of the program.



Richard J. Kerr  
Deputy Director for Intelligence

Attachment:  
As stated

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L-220-1R

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Central Intelligence Agency  
Office of the Deputy Director for Intelligence

Executive Registry

86-3940x/2

14 OCT 1986

NOTE TO: Deputy Director of Central Intelligence

SUBJECT: DI Research Program for 1987

*Bob*

Here is the final version of the 1987 DI Research Program. We all appreciate the time and effort you devoted to commenting on it.

I am sending it to the NFIB members, a number of senior policymakers, Ambassador Armstrong, and the Oversight Committees. The DI office directors will also be using appropriate sections in their contacts downtown.

We are putting together some packages for the DCI to send to NSC members that are tailored to their interests and show the magnitude of the program.



Richard J. Kerr  
Deputy Director for Intelligence

Attachment:  
As stated

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L-220-1R

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DDI 04381-86

19 SEP 1986

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Richard J. Kerr  
Deputy Director for Intelligence

SUBJECT: Revisions in FY 87 DI Research Program

1. As you will see in the attached memoranda, offices have been responsive to your suggestions for changes in their research programs.
2. With regard to the concerns you raised about the program as a whole:
  - Offices have tried to make their paper titles more interesting, descriptive, and germane to policy concerns.
  - More joint papers have been added. We have made a conscious attempt this year, however, to keep the number of joint papers limited and have charged office directors with making sure they get completed. As you know, the slippage -- and outright disappearance -- of scheduled joint papers has been a serious problem in past years.
  - Beyond what is already in the five-year outlook and the priority issues, we have tried in office programs to highlight work on broad issues.
  - We intend to work closely with office directors to ensure that research papers are carefully targeted at specific audiences.
3. Concerning the SOVA program:
  - SOVA has revised the introductory section to place the thematic structure of the program in sharp relief and make clear to readers where they can find what they are looking for.
  - We have changed the focus and the titles of a number of papers to accommodate your suggestions and catch the reader's eye. A number of others have been moved from exploratory to scheduled status as you suggested.

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SUBJECT: Revisions in FY 87 DI Research Program

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Remarks To 5: Please let DCI know how you intend to take his thoughts into account (along with those of DDCI, provided separately).

Executive Secretary  
2 Sep 86

Date

3637 (10-81)

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Executive Registry	
86-	3940

2 September 1986

MEMORANDUM FOR: Deputy Director for Intelligence

FROM: Director of Central Intelligence

SUBJECT: DI Research Program

As I indicated this morning, I think it important that the range and scope of the DI research program be made known to the leaders of the policy community. We can't expect them to plow through the whole research program. Perhaps the best way to do it might be to publish a listing of the proposed projects segmented into areas of interest, i.e., OSWR, Leadership, Global Issues-type subjects, Soviet matters, and each of the other regional areas. Some care would have to be given to grouping the items in a large program such as OSWR or SOVA. The little paper listing leadership programs would introduce a new area of specialization or at least its revival.



William J. Casey

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*L-220-1R*

Jan -  
returned for  
logging file

ER: Orig was h/c by Mr. Gates to Mr. Kerr, on  
27 Aug 86.



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27 August 1986

NOTE TO: Deputy Director for Intelligence  
FROM: Deputy Director of Central Intelligence  
SUBJECT: 1987 Research Program

The 1987 draft research program is very impressive. I hope that the five year priorities exercise was worthwhile; the distillation of it at the outset of the program has real merit. I also applaud the change in format that eliminates the cross-cutting issues and replaces them with priority issues. I think this makes a lot of sense and it seems to work well in the draft.

I have five specific concerns, some questions, and comments on each of the office programs. I am somewhat self-conscious about some of my concerns inasmuch as they relate to areas where I did not solve the problem as DDI. Even so, they still need to be addressed; maybe you will be more successful.

My concerns are:

- I think there is merit in each of the offices looking at the research papers with a view to differentiating among eventual addressees. Is the paper being prepared for other analysts or staff, action officers who need a great deal of very precise and specific information, or more senior policymakers and policy planners for whom new ideas, approaches and insights have principal value? The thrust and content of each paper should be influenced greatly by the intended audience -- we do this too rarely. It is not necessary, in my view, to revise or restructure the research program to take this into account, but -- in keeping with the recent SSCI report on estimates -- I think there is great value in doing more with differently structured dissemination lists and also having in mind at the outset of the drafting of a paper the eventual target audience. Too often, our papers are too general for the day-to-day policymakers and too detailed for the policy planner. We need to do more targeting along these lines and it is better done at the outset of the research year than half way through.

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*L-820-1R*

- We continue to pay inadequate attention to the titles of papers. Despite repeated comments to this effect in recent years, most of the titles of our papers still are very boring. Even worse, they occasionally are somewhat misleading as to the subject of a paper and certainly do not do any work for us in getting the audience to turn the cover page and start reading. More importantly, papers that are perhaps highly germane to key issues identified by the Director or by policymakers often do not appear to be responsive because of a lackluster or vague title. I have marked a number of titles through the course of the program; many others are equally poor.
- There are still too few papers produced jointly by the offices.
- While this is a research program, some very important broad issues are divided up into so many papers and themes that any sense of perspective or global view is lost. Going back to the Director's memo to you of 17 June, at the bottom of page 3 he says, "What we should do now is ease off on those estimates (read analyses) which entail a lot of repetition and updating of situations which don't change all that much and which are not of the highest importance in order to focus talent and attention on the major issues and on those which relate sharply to potential action and decision." This is important because, while you indicate that the DCI's and my memoranda were taken into account, it is almost impossible to identify the large-scale issues that he cited in paragraph 2 of that memorandum anywhere in the research program. One or two jump out but the rest are lost because the subjects are divided into such small pieces. For example, I see no titles that would respond to the Director's questions on where the Soviets see their strategic posture going, what combination of programs could threaten our strategic interests most, how they assess their position in the Third World, where do they think they are going with regional conflicts, how the Soviets see the propaganda war, or a new and broader basic look at the strategic contest in the Middle East. While he may have estimates in mind for some of these, I would urge the DI not to concede this kind of broad intelligence analysis to other organizations.
- Finally, we still need to do more with identifying opportunities for US policymakers rather than being one-note Cassandras.

Reading through the program prompts me to ask several questions and make several requests:

- With the exception of one theme in OSWR's program (page 18, Strategic Defense), there is no real discussion at any point in the program about any kind of dialogue with the policymaker or likely users in the preparation of the program. I would like to have a memorandum from each of the Office Directors describing

the consultative process that was used with the policy community in developing the 1987 research program. I'd like to know who was consulted and the quality of their contribution. To what degree does the office program reflect explicit requirements levied by policymakers? I'd also like to know if DIA, INR and NSA were provided with copies of the draft program and what came out of that.

- Second, I would appreciate a status report on the Third World data base.
- Third, I would like a list of the conferences presently either planned or being considered for FY-87.

Finally, I have noted below problems that I have with specific office programs and projects. However, in addition, I have made a number of comments with respect to individual papers which are simply noted in the margins of the research programs. I have turned the bottom corner of the pages where I have made any comments or marks. Some of these comments are incorporated into my observations below.

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Overall, it seems to me that the directorate program is strong, but can be made much more useful and the individual papers much more likely to be read by (1) carefully reviewing the titles and making them more provocative, (2) greater differentiation among the target audiences, and (3) particularly in the Soviet area, adding some broader papers that bring a geostrategic perspective to bear -- again, along the lines suggested by the Director's and my memos earlier.

/s/  
Robert M. Gates

DDI 04241-86

18 SEP 1986

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Richard J. Kerr  
Deputy Director for Intelligence

SUBJECT: DI Research Program for FY-87: Consultations and Conferences

1. Attached are the memoranda you requested from office directors discussing consultations during the research planning process and listing conferences scheduled or planned in the coming year.

2. In general, offices have adopted a year-round approach to keeping in touch with consumers on research plans. Starting early in the research planning effort, office managers and analysts consulted widely with policymakers and intelligence community counterparts at all levels. Not only were State, the NSC and DoD contacted, but the offices also approached Commerce, Treasury, the USTR, DEA, ACDA, Energy and numerous other government agencies. OGI, with its broad responsibilities, was particularly active in this regard. The results of these consultations are reflected in the choice of themes and specific paper topics and helped define the scope of many papers. Some offices went beyond the usual practice of gleaning information from regular parish calls and from sessions explicitly scheduled to discuss research. ALA, for example, held a conference [redacted] to get early input from key consumers on trends in Latin America over the next five years, and NESA used the knowledge gained from the "NESA in the 1990s" exercise, where nongovernment specialists were consulted, to break away from a traditional approach to the issues.

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3. Office directors plan or have under consideration nearly 100 conferences or seminars for FY-87. The topics are closely related to research issues and themes, and the meetings are designed to contribute to finished papers, tap the views of outside experts, and alert analysts to new consumer concerns. Many of the conferences will involve more than one office.

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[redacted]  
Richard J. Kerr

Attachment:  
as stated



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L-220-1R

SUBJECT: DI Research Program for FY-87: Consultations and Conferences

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DDI/MPSS/PES, [ ]/11Sep86

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ALL PORTIONS  
ARE SECRET

CL BY SIGNER  
DECL OADR

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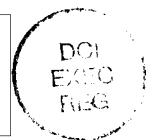
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DDI #02050-86  
19 August 1986MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central IntelligenceFROM: Richard J. Kerr  
Deputy Director for Intelligence

SUBJECT: DI Research Program for FY-87

1. Here is a copy of the draft DI research program for FY-87 for your review.
2. We have made some changes in the presentation of our program.
  - o Part I is an explicit statement of what we expect to be our key research areas over the next five years.
  - o Part II describes a dozen priority items we will be working on in FY-87. I have assigned an office level DI manager to oversee our efforts in each of these areas.
  - o The program does not include the cross cutting issues of past years. These have been included as priority issues where appropriate or integrated into separate office programs.
3. DI managers have studied your comments on the NIC estimates program and explicitly have incorporated your priorities into the DI program. I believe we have assembled a program that reflects your substantive interests and appropriately stresses actionable, policy relevant research.
4. We hope to publish this research program at the start of the fiscal year on 1 October. It would be helpful if we could have your comments in early September.

Richard J. Kerr



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L-220-15

The Above Information  
is Classified SECRET 

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CL BY Signer  
DECT OADR

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